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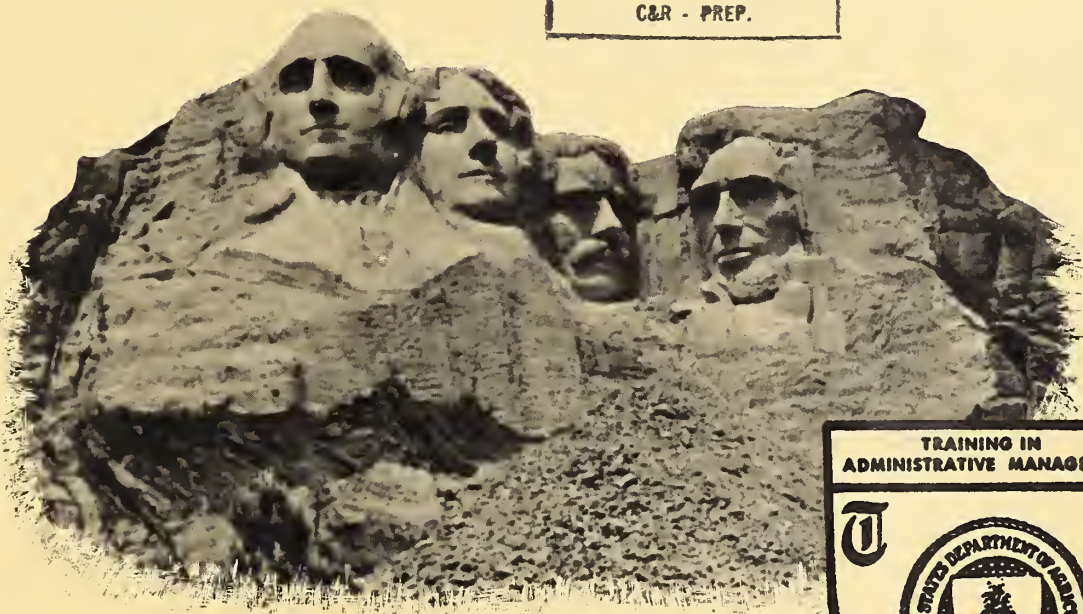
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**ADMINISTRATIVE
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FOREWORD

In this, the 2nd South Dakota and the 53rd National T. A. M. Workshop since the establishment of the "TRAINING IN ADMINISTRATIVE MANAGEMENT" concept in 1948, we are continuing a training program established to meet the challenge of an increasingly complex administrative world. The training principles incorporated in T. A. M., that of self development through mutual association with others in the examination of new and different ideas in management, has proved its merit.

Exposure and association, however, are not enough. Absorption, integration, and implementation of these new ideas are a prerequisite for individual and group advancement. The alternative to this constant updating of ourselves and our management practices is a decline of our program and organizational effectiveness that ultimately can result in stagnation for both.

Only through persistent application of the material we have accumulated at this session in our everyday administrative activities can we strengthen our individual agencies to provide public service of optimum quality.

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PARTICIPANTS IN TAM WORKSHOP, RAPID CITY, S. DAK., DEC. 1960

Front row: Swett, E. Johnson, J. Brown, Harris, Bassett, Jacobsen, C. Brown
 2nd row: Lee, Rolf, O'Neil, Yager, Kuhlman, Carlson
 3rd row: Eggers, Brehm, Wilcox, Sullivan, Huxtable, Rule, R. Johnson
 4th row: Potas, Palmer, Mauser, Swigart, Berg, McLinn, Howe
 5th row: Clifford, Hodgins, Waddell, Bond

THE PLACE OF TRAINING IN PUBLIC ADMINISTRATION
by

John W. Godbold

John W. Godbold has been the Director of the Ninth U. S. Civil Service Region since 1954 with headquarters at St. Louis, Missouri. He has been very active in the field of public administration since receiving his B. A. degree in 1939. In addition to his present position, he has served in the following capacities - Assistant Personnel Director, National Youth Administration; Personnel Interviewer, U. S. Army and Air Force; Personnel Officer, Reconstruction Finance Corporation; Personnel Officer, and Deputy Regional Director, 5th U. S. Civil Service Region; and Acting Regional Director, 5th U. S. Civil Service Region.

Summarized by: Ralph E. Clifford, Agricultural Stabilization
Conservation
Jack J. Bond, Agricultural Research Service

Digest of Talk

I. Definition of Public Administration:

Management of people to achieve public policy.

II. Definition of Training:

Process of changing people by planned means.

III. A Management Formula:

If J = Job
 E = Employee
 S = Skills Needed
 A = Skills Available
 T = Training Needs

Therefore: $J = E + S$

Thus: $S - A = T$

IV. Why Training (or Employee Development)?

- A. Employees are no longer fully qualified when hired -- most new employees must be trained to competently perform the duties required. Private industry very competitive with government service.
- B. Advancement of knowledge obsoletes skills -- training must keep pace with technological advances.
- C. It's inevitable -- Do we plan the training? Proper direction and planning are important in training.
- D. To accomplish our work objective by:
 - 1. Improving efficiency now.
 - 2. Developing people for the future.

V. Principles of Employee Development:

- A. Development is an integral part of management.
- B. There is no development in a confused organization -- employees must clearly understand their duties.
- C. Development is continuous and changing.
- D. Development must relate to organization needs.
- E. Development can only occur in the proper climate -- the best way to get people to train is for the supervisor to train himself.
- F. Development is a line responsibility.
- G. Development must focus on the job.
- H. Development must apply to all employees.
- I. All development is self-development.

VI. Steps in Employee Development Program:

- A. Select people of high potential for careers.
- B. Set high performance standards.
- C. Evaluate performance against the standards.
- D. Counsel employees and suggest avenues for development.
- E. Reward employees who do the best job of developing themselves.

VII. Road Blocks to Training for Employee Development:

- A. Over centralization -- Training should be implemented by immediate supervisor.
- B. Inadequate facilities and resources.
- C. Employee apathy.
- D. Training for training.

VIII. Training - employee development:

Employee development is important so that each individual can satisfactorily adjust to changes. Employee development should be a challenge and an opportunity for each individual.

PRINCIPLES OF ORGANIZATION AND
THE FUNDAMENTALS OF DELEGATION

by

Dr. Bernard D. Perkins

Dr. Perkins is Director of Placement and Professor of Management, School of Business, University of South Dakota, Vermillion, South Dakota. His past teaching assignments have included various fields of accounting, economics, business machines, and office management at elementary and secondary levels, at Craydon, Grinnell and Council Bluffs, Iowa.

He received his B. A. Degree in 1937, his M. A. Degree in 1940, and his Ph.D. Degree from the State University of Iowa, Iowa City, Iowa.

In addition to his teaching assignments, he has been active in the fields of writing, research and consultation on matters related to business and management.

Summarized by: Edwin O. Berg, FHA, Huron, South Dakota
Clair Harris, ASC, Rapid City, South Dakota

Digest of Talk

Dr. Perkins emphasized that the four fundamental factors in organizing are: (1) The work; (2) The people; (3) The work plans; and (4) The span of control.

He defined authority as a prerequisite to good organization and emanating from one or more of the following sources: (1) Right of ownership; (2) Authority conferred by subordinates or associates; (3) Legal decree; and (4) Recognition of skill or knowledge of the situation.

Good organization requires the establishment of fixed areas of responsibility with a full understanding that failure in any of these operational areas must remain that of the administrator or president of the firm and cannot be delegated.

For best results in an organization, the task, the authority, and the responsibility must be equal regardless of the level or zone within the organization.

The subject was treated from an administrative level viewpoint, covering six major areas for consideration in successful organization. They are (1) Problems; (2) Steps; (3) Principles of organization; (4) Principles of delegation; (5) Limits of authority; and (6) Types of organization.

Each of these areas has been treated separately in the following outline.

I. Problems of Organizing Work and Delegating Work to Others

- A. Failure of the executive to adjust to the role.
 - 1. Promotion to executive generally as a result of being a good doer.
 - 2. Tries to do it all himself.
 - 3. Gets lost in detail.
- B. Executive considers himself to be the indispensable man.
 - 1. Doesn't want to delegate work to others.
 - 2. Does not understand the need for depth in organization.
 - 3. Does not train men under him.
- C. Executive's desire to dominate.
 - 1. Wants to run everything.
 - 2. Feels need to dominate for self-esteem.
 - 3. Likes to work under pressure.
- D. Executive's attitude toward subordinates.
 - 1. Lack of self-confidence inspires fear that subordinates are after his job.
 - 2. Lacks confidence in subordinates' ability.
- E. Lack of executive's ability to delegate.

Primary importance to know that he can call on others to help do the job better.
- F. Progressive attitudes of immature subordinate.
 - 1. Hostility.
 - 2. Submissiveness.
 - 3. Apathy.

II. Steps in Organization

- A. Know the objective.
- B. Breakdown of work in component parts.
- C. Assemble activities into practical units.
- D. Define duties and provide physical means and environment.
- E. Assign qualified personnel.
- F. Delegate authority.

III. Principles of Organization

- A. Establish fewest levels possible for sound operation.
- B. Place authority as closely as possible to the point where action originates.
- C. Decentralize where territory is a problem.
- D. Bring related work together without overlapping.
- E. Distinguish clearly among the several zones which comprise the organizational structure.
- F. Establish sensible spans of control.
 - 1. Number of persons reporting to an individual should depend on the ability of the executive and amount of supervision needed by subordinates.
 - 2. Relationships increase geometrically as people are added to the staff.
- G. Always have definite goals in mind, and on paper, in terms of which progress and improvement can be evaluated.

IV. Principles of Successful Delegation

- A. Establish work climate free from fear and frustration.
- B. Tie in with planning and goals.
- C. Determine tasks and decisions to be delegated.
- D. Choose delegates wisely.
- E. Delegate authority for complete job.

F. Provide assistance to delegatee.

G. Evaluate results.

V. Limits of Authority

A. Administrator cannot enforce activity beyond subordinate's capacity.

B. Must be legal and within the organization plans.

C. Social limitations are codes, creeds, habits, etc.

VI. Types of Organization

A. Line--direct control. There is a vertical line of authority within the line operations. Top position is in complete control of subordinate.

B. Staff--no authority to command. Relationship to line is horizontal, i.e., it is entirely advisory to the line.

C. Within staff unit--There is line authority within the staff organization, but it does not extend outside the staff unit.

Discussion

A major part of the discussion period was used in study of a case history involving management decisions necessary in a production and sales problem.

1. The problem.

- a. Technical drawings and illustration of precise electronics equipment to be prepared and reproduced into manual form needed to fulfill sales commitments.
- b. Delivery date major requirement.
- c. Cost important but not primary consideration.
- d. Select one company to award the contract from several interested; all of which varied to some degree in meeting all the requirements.

2. The solution.

- a. Company with most probable management, space, and personnel problems given contract as lowest bidder.

- b. When management problems did develop, management and supervision were supplemented with help from the awardee.

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DECISION MAKING IN GOVERNMENT

by

Edward H. Steinberg

A native of the State of Maryland and a graduate of the School of Business and Public Administration of the University of Maryland. He was employed in private industry in an administrative capacity until joining the USDA in his present position. Mr. Steinberg has been active in the management field both in and out of Government. He attended the University of Chicago Summer Institute for Executive Development and has participated in a number of T. A. M. Institutes and Workshops as a resource speaker. He is presently serving as a member of the Department's T. A. M. Work Group and is Chairman of the Department's Management Conference. Mr. Steinberg is a member of a number of professional associations in the field of administrative management.

Summarized by: Charles Swett, ASC
James R. Palmer, FS

Mr. Steinberg began the session with a presentation on the importance of decision making in management. He discussed a technique known as "Pigors' Incident Process" which is used in decision making, problem solving, and personnel management. This approach emphasizes the need for identifying the problem and collecting facts upon which to make a decision. The process involves the use of case studies of incidents. Phases of the process may be divided as follows:

1. Defining the Problem.
2. Analyzing the Problem.
3. Alternate Solutions.
4. Best Solution.
5. Convert into Effective Action.

The procedure used was to acquaint the group with a case history and carry out the various phases of problem solving. The incident studied involved a division chief in the Office of Health Services

who preferred to operate as a specialist and who failed to follow reporting procedures which were the policy of his agency. The policy was that in addition to taking care of his own division's business, each chief would obtain information for other divisions while on field trips. Although the policy was known and agreed upon by all divisions, the director found it necessary to write the division chief, Dr. Lundy, a memorandum insisting upon compliance with established procedures in reporting. After failing to comply four times, he was asked to explain his position. The division chief stated that he felt his job was that of a specialist in his own division and not as a "generalist." Dr. Lundy was considered to be a valuable man in the organization, and his division was not adequately staffed due to budget limitations.

The group was allowed to ask questions regarding the incident to secure all possible facts. An estimated 50 to 70 questions were asked.

The next phase of the process was that of "Identifying the Problem." The question asked the group was, "Should Dr. Lundy be exempt from the reporting requirement or should the director require him to comply with the reporting procedure?"

The group was then asked to make the decision, which was the last phase of the process.

The group was divided on the basis of their decisions. The majority voted to exempt Dr. Lundy from the reporting requirement. Each group appointed a spokesman, who presented arguments for their decision.

Mr. Steinberg read the decision which Pilgors' process advocates; that of requiring the division chief to conform to established policy of his agency. The decision of the agency head was, however, to relieve Dr. Lundy from the reporting requirement. The object of the presentation was to let the participants use the procedures for decision making and not necessarily to arrive at the correct solution to this problem.

SOME OBJECTIVES OF FINANCIAL
MANAGEMENT

by
John L. Wells

John L. Wells was born in North Dakota, attended Iowa State College and received a certificate in business administration from Waterloo (Iowa) Business College. He is a member of the American Society for Public Administration. He has had eight years of employment in private industry and twenty-six years of employment with the Federal Government, including fifteen years as Assistant Director, Budget and Finance, Office of the Secretary, USDA. He has been active in community affairs in Arlington, Virginia, where he has lived for the past 24 years.

Summarized by: R. D. Sullivan, Forest Service
Reuben F. Mauser, Farmers Home Administration

Digest of Talk

Mr. Wells discussed the various aspects of financial management and the place of financial management in the Department of Agriculture. Mr. Wells gave a brief history of the legislative authorities under which these activities are carried out. His topic of financial management was developed around the three basic elements of financial management:

- 1) Budget formulation
- 2) Budget execution and accounting
- 3) Reporting and internal audit

Mr. Wells concluded his topic by dividing the group into smaller groups and after a discussion period, had each group answer pertinent questions concerning the objectives and place of financial management in the Department of Agriculture.

Harold Smith's Budget Principles*

1. Good publicity
2. Clarity - must be understandable
3. Comprehensiveness - budget should contain both expenditures and revenue
4. Budget unity - old portions tied together
5. Detailed specifications
6. Prior authorizations
7. Accuracy (No padding)

8. Periodicity - made for specific period

*Developed by Harold Smith when he was Director of the Bureau of the Budget.

A. Budget Formulation

1. Policy formulation and decisions.
 - a. Nature and scope of programs.
 - b. Time phasing of various parts of the program.
 - c. Organization required; assignments of responsibility and authority.
 - d. Amounts and kind of resources needed - people, money, materials.
2. Definition of standards.
 - a. Quantity of work.
 - b. Quality of performance.
 - c. Cost limitations.
 - d. Timetable for completion.
3. Programming - outline a specific plan of action.

B. Budget Execution and Accounting

Relation to program operations and the recording of results:

1. Program operations.
 - a. Costs of program must balance with evaluation of results.
 - b. Well-planned budget will:
 - 1) Establish amount of funds needed for described activities.
 - 2) Designate organization units responsible for work.
2. Recording results - accounting is fundamental to good program administration.
 - a. Accounting records frequently serve as basis for decisions and policies
 - b. Administrator needs accounting records for direction of current activities and planning of future programs.

C. Reporting and Internal Audit

1. Program review and evaluation - management must be kept informed of financial resources and relationship to work accomplished.
2. Management control - includes:
 - a. Reporting and evaluation of program data.
 - b. Line inspections of program operations.

3. Internal audit - management control exercised after-the-fact.
 - a. Activity is audit to determine degree of compliance with laws, policies, standards, and regulations.
 - b. Internal audit provides administrators with objective appraisal of the effectiveness of his program and operations.
4. Principles of reporting - reports should be:
 - a. Practical.
 - b. Complete, but not overdone.
 - c. Concise.
 - d. Clear.
 - e. Intellectually honest.
 - f. Readable.
 - g. Timely.

Discussion and Problem Period

The following are questions covered by Mr. Wells' subject which were discussed by the group following his presentation:

1. What is the relationship between budgeting and program planning?
2. How does the budget operate as a management control in government?
3. In what ways does the Congress use the budget process to provide legislative controls over agency programs?
4. What control does the Bureau of the Budget exercise over funds available to the Department?
5. Of what use is financial accounting in the operations of an agency?
6. In your agency, is adequate use being made of reporting? Why do you think so?
7. In what respects is internal auditing an essential service to management?

The complete text of Mr. Wells' lecture was given to the group in mimeograph form at the completion of his presentation.

The first part of the report
 deals with the general situation
 and the results of the survey.
 The second part contains the
 detailed description of the
 various types of plants
 and animals found in the
 different regions.
 The third part gives a
 summary of the results and
 a comparison with the
 findings of other authors.
 The fourth part contains
 some remarks on the
 importance of the study
 and the conclusions drawn
 from it.

Description of the plants and animals

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 deals with the general situation
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 findings of other authors.
 The fourth part contains
 some remarks on the
 importance of the study
 and the conclusions drawn
 from it.

THE HUMAN SIDE OF THE ADMINISTRATIVE PROCESS

by

R. A. Franzen

Mr. Franzen, Plant Staff Supervisor, Northwestern Bell Telephone Company, has 23 years of experience in the communications field. He has served in many different capacities with the Telephone Company in the Plant Departments of Minnesota and South Dakota areas.

He came to South Dakota as Western District Plant Superintendent, Rapid City, in 1952 and in December 1956 accepted the position he now holds of Plant Staff Supervisor, South Dakota area, in Sioux Falls.

Mr. Franzen is a native of Minnesota and attended the University of Minnesota where he studied Electrical Engineering.

Summarized by: Laurel Howe, Extension Service
C. D. Brehm, Soil Conservation Service

Digest of Talk

Mr. Franzen started his talk by giving a short history of the human relations activity in the Bell System.

Their human relations program was started in 1944 in Michigan with an industrial psychologist helping to set up the program. In early 1958 they instituted the present program entitled, "Personal Factors in Management."

The talk was then presented on the basis of five principal parts:

- A. Purpose of human relations in business.
- B. Wants of people in business.
- C. Causes of job satisfaction.
- D. Management role and responsibilities in human relations.
- E. What kind of boss do people want?

An elaboration was made of the above points as follows:

A. Purpose of Human Relations in the Administrative Process

1. Basically, to change or reinforce the attitudes of people.
 - a. To get them to accept company or organization objectives as their own.
 - b. It is the supervisor's responsibility to develop and maintain human relations within the organization.
 - c. The employees attitude is of paramount importance.
2. To assist the management personnel to translate the general principles of good business administration into action by his employees.
 - a. There is no standard technique or formula for dealing with people.
3. To provide a unified front on the part of all management people.
 - a. Employees associate the management group in a company, consciously or unconsciously, as the Company.
 - b. The employees look to this group for guidance and help; therefore, skillful use of human relations principles will shape attitudes.
 - c. The employees have confidence in the leadership of a company through a united management group.

B. Wants of People in Business

The chief motivation of employees seeking satisfaction on the job may be classified as desires for the following:

1. Economic security.
2. Personal (emotional) security.
3. Recognition or status.
4. Self-expression.
5. Self-respect.

C. Causes of Satisfaction on the Job

Knowing what the employees want from their jobs, management by using principles of human relations can shape attitudes of employees. The principal causes of employee satisfaction can be summarized as follows:

1. Fair pay.
2. Job security.
 - a. Give employees facts about business outlook.
 - b. Plan ahead to minimize layoffs.

- c. Use of a stable labor policy.
 - d. Advance notice of basic company policy affecting job status.
3. Recognition or opportunity for advancement.
- a. Sound promotion policy.
 - b. Incentive pay.
 - c. Personal recognition (verbal).
4. Good working environment.
- Safe, clean, pleasant working conditions.
5. Good leadership.
- a. Confidence from top to bottom is important.
 - b. Employees will be dissatisfied if leadership is:
 - (1) Erratic.
 - (2) Arbitrary.
 - (3) Unpredictable.
 - (4) Unfair.
 - c. Good leadership qualifications include:
 - (1) Knowledge of job.
 - (2) Job skill.
 - (3) Character.
 - (4) Persistence
 - (5) Physical stamina.
 - (6) Ability to lead.
 - (7) Willingness to lead.
 - d. Two types of leadership.
 - (1) Formal - received from higher management.
 - (2) Earned - received from his group.
6. Feeling of participation.
- The feeling of participation is largely derived from five things:
- a. Identification with the group (formal).
 - b. Adequate information on company policy (informal).
 - c. Free flow of ideas concerning the business.
 - d. Effective communications, personal and impersonal, within the business.
 - e. Identification in meeting organizational goals.
7. New methods or ideas are born when employee attempts different ways of doing things and yet without fear of reprimand for failure.
- D. Management Role in Human Relations Management Sets the Tone in Establishing Personality of the Company by:

1. Policies of the company.
2. Personalities of its top management.
3. Quality of its human relations.
4. Actions of its employees.

E. What Kind of Boss Do People Want?

Definition - "A leader who is not afraid of his position, handles it with confidence and self-assurance, and applies democratic principles in his personal dealings."

A leader is one who:

1. Is enthusiastic.
2. Will fight for us if he thinks we're right.
3. Will tell us what's what in a sound way.
4. Recognize us as a person.
5. Is predictable.
6. We can go to at any time.
7. Can show us how to do a job without showing one up.
8. Wants one to succeed.
9. Respects a person's pride.
10. Will listen in an understanding manner.
11. Treats "brain children" ever so tenderly.
12. Will help one to help himself.
13. Always lets one know where he stands.
14. Creates and maintains a friendly democratic atmosphere.

Discussion

At the conclusion of the talk, a discussion was led by Edward Johnson of the South Dakota Department of Game, Fish, and Parks. The following additional points were discussed:

1. On the point of "reasons to fail," the Bell Telephone Company tries to promote new ideas. Employees must feel free to try new ideas or there will not be progress.
2. On "how do you promote job security," the speaker pointed out that his company attempts to "stretch" each individual to perform at maximum ability, thus producing an experienced individual who feels secure in his knowledge and job.
3. Bell Company makes comprehensive manpower studies, anticipates long-range work needs to minimize layoffs.

4. The Bell Telephone Company has similar problems to governmental agencies in hiring and firing and advancing people. They follow a procedure of all personnel starting at the bottom regardless of background or training and advancing as rapidly as they develop.
5. On the subject of working relations between sexes, the speaker stated that it is easier to deal with men since they are emotionally more stable. Women, however, accept advice from men. Usually a woman supervisor gets better results with female employees.
6. On overaggressive people, the Bell Company handles this through the "coaching" method. Group reaction usually tempers the individual.
7. On "rumors" -- the company asks the men to refrain from speculation and announces any new promotions first to the group that is directly concerned and then to the general public.
8. Negative attitudes are handled by the "coaching" method.
9. Democratic processes can be carried too far if everything is done by committees and supervisors shirk their responsibilities.
10. "Willingness to move" -- People are requested to move without loss of opportunity to be considered for the next promotion, but eventually are dropped after three or four refusals.

THE IMPORTANCE OF PUBLIC RELATIONS
by
Malcolm Grover

Malcolm P. Grover, Branch Manager Public Relations Department of Safeway Stores, Inc., has worked for this company for the past 11 years. Prior to this, Mr. Grover was associated with Braun & Company and was a professor of economics at Oklahoma State College. He received his undergraduate work from Oklahoma State College and did his postgraduate work at the University of California.

Summarized by: James E. Brown, Federal Crop Insurance Corporation
Ray R. Huxtable, Soil Conservation Service

Digest of Talk

Mr. Grover pointed out that only 10 percent of the nation's population is still on the farm. He pointed this out so that his talk could be keyed in with the problems of public relations encountered by Government agricultural agencies.

He gave a definition of public relations as given by Paul Garrett, Counselor for General Motors. Garrett says that public relations is a philosophy of management -- a fundamental attitude of the mind. In addition, public relations must originate at the top where policies are determined. Also, manipulation will not compensate for basic error.

Another statement by Mr. Grover was that good public relations are basically simple and easily attainable. It is basically doing the right thing and making sure that the public understands it.

One of the Ten Commandments, "Do unto others as you would have them do unto you" is another definition of public relations.

American business has gone through four stages. They are as follows:

- a. Production man; inventor; builder.
- b. Financier.
- c. Government regulation.
- d. Era of the salesman.

We now enter the fifth stage--the era of the man who thinks in terms of public interest.

- a. Business or Government must please the public in years ahead.
- b. Age of hiring miracle man is in the past.
- c. Whitewash cannot cover up dirty operation. You cannot bury mistakes. You must live with them.
- d. People must realize there is nothing mysterious about American business.

Public relations is dealing with public opinion in the public interest. The end objective is to mold public opinion. To accomplish this, the following things must be done:

- a. Find out what public thinks.
- b. Change policies or modify practices to conform to public demand.
- c. Interpret so understood by public at large.
- d. Anticipate future shifts in public sentiment.

An entire organization has a part in public relations. A program must appeal to the self-interest of the individual citizen. Indications of saving money have a big appeal to most citizens. Each employee should present an open, honest, and common sense account of his company's or agency's job. This should be done to avoid or solve difficulties that grow out of unfavorable public opinion.

An administrator is responsible for the following things:

- a. For all operations.
- b. Authority that he has and delegates.
- c. Policies made.
- d. The thinking and planning or lack of it that makes his department perform as it does.
- e. Public relation consciousness that effects success.
- f. Public relations which are a part of every operation.
Public relations don't seem important until the situation gets out of hand.

Studies can uncover sore spots. One such sore spot would be ignorance of the general public of your program. Another point that might be uncovered is that of the need for a complete overhaul of your program. Still another would be to discover your natural allies and make use of them.

To highlight his talk, Mr. Grover drew a wheel on the blackboard. The hub represented the administrator, the spokes represented influential people in the organization or community such as the employee, the banker, the supplier, the lawyer, or the farmer. The rim of the wheel represented the public relations program. If

the hub or administrator disrupted any of the spokes, it created a flat spot on the rim or a bumpy public relations program. To cure a bumpy spot on the rim an administrator's best tool is to wash his dirty linen. By getting a failure or a problem out in front of the public, they will more likely accept it at face value and forget the problem. The public relations wheel will again roll along smoothly. Public relations is to tell people what you are doing and exaggerate to some extent to create more interest.

Discussion

- Q. Do you have a formal or informal approach to train store operators on public relations?
- A. A training program provided by the Safeway Chain puts public relations material in the hand of the newest carry-out boy to the president.
- Q. With one person in the office, how do you get a sample public opinion?
- A. Safeway periodically polls 9 prominent businessmen to see if its public relations program is effective in a community. Mr. Grover felt a one man Government office could get the same information using a similar poll.
- Q. When we have someone against our program, how can we get our story across to him?
- A. Sometimes it is impossible.
- Q. Is it possible to over-publicize a federal program?
- A. Not if handled honestly with the public in mind.
- Q. Was the cranberry incident of a year ago handled well by the concerned Federal agencies?
- A. This matter was handled very badly. It was caused by the several agencies involved trying to discredit the other agencies and build up their own.
- Q. Will good public relations always make people happy?

- A. Some public relations decisions will definitely make certain individuals and groups unhappy. This is not necessarily poor public relations. In these cases put out your best story and live out the results.
- Q. You read from the editorial that 10% of the population was on the farm, but in reality there is 43% of the population involved in agri-business. Shouldn't this be the figure that should be used to represent agriculture interests and influence.
- A. Yes, it should be, but this 43% group doesn't necessarily think alike or have the same goal. James Patton, President of the National Farmers Union, made a study in which he found that the farmers voted in the last election to change the present administration and the small businessman, almost wholly dependent on agriculture, voted to retain the present administration.

STRATEGIC AIR COMMAND'S MANAGEMENT CONTROL SYSTEM

by

Major Bob D. Fox

Major Bob D. Fox is Chief, Management Analysis Division, 28th Bombardment Wing, Ellsworth Air Force Base. He has a BBA degree from the University of Pittsburgh, Pittsburgh, Pennsylvania. He is a regular Air Force Officer with more than 20 years active duty in the Air Force and is rated pilot, currently flying B-52 type aircraft. Assignments during the 20-year period include a variety of assignments within the Operations, Aircraft Maintenance, Comptroller, and Education career fields. Overseas assignments include 16 months in Europe during WWII, duty with the Chinese Air Force in China for 3 years following WWII, and 3 years in Japan following the Korean War.

Summarized by: Olaf Jacobsen, ASC
Walter Bassett, FCIC

1. Philosophy behind the system.
2. System operation.
3. Local Commanders Management Program.

A. Philosophy Behind the System

1. Appraisal of all M.C.S. (Management Control Systems).
2. Recognize deficiencies and need for corrective action.

B. System Operation

1. Evaluation of unit performance.
 - a. Operations (field).
 - b. Supports units.
 - c. Administrative.
 - d. Morale.

Complete evaluation provided commanding officer every 30 days.

2. Weight determination.
 - a. Relative importance.
 - b. Degree of problem at moment.
 - c. Shifting command emphasis.
 - d. Scope of measurement.

3. Operations.
 - a. Training
 - b. Reliability (wing).
 - c. Air refueling.
 - (1) Effectiveness.
 - (2) Efficiency.
 - d. Team scrimmage.
 - e. Combat crew readiness.
 - f. Probation status.

C. Local Commanders Management Program.

1. Personnel Force Development.
 - a. Professional
 - b. Airmen retention.
2. Material.
 - a. Supply effectiveness.
 - b. Procurement.
 - c. Purchase request.
 - d. Automotive maintenance.
 - e. Radio taxi utilization.
 - f. Fuel.
3. Civil engineering.
 - a. Maintenance cost.
 - b. Fire incidents.
 - c. Utility conservation.
 - d. Shop effectiveness.
4. Services.
 - a. Base commissary management.
 - b. Base exchange management.
 - c. Officers and NCO messes.
5. Medical.
 - a. Material services.
 - b. Reports.
6. Comptroller.
 - a. Loss of obligating authority.
 - b. Liquidations - current and previous years.

D. General Objectives.

1. Flying safety.
2. Missile safety.
3. Ground safety.
4. Security effectiveness.
5. AWOL rate.
6. Physical fitness.
7. Information activities.

This management-efficiency (3,000 point) rating schedule has proven effective in that it is uniform throughout the entire S.A.C.

It is highly essential in such a large operation that any problems be pinpointed early and that effective solutions be achieved quickly.

The same system is used for different types of operations units, including B-52 and other aircraft units.

MANAGEMENT PRINCIPLES APPLIED TO EVERYDAY
OPERATIONS OF A PUBLIC UTILITIES COMPANY

by

Harry S. Petersen

Mr. Petersen is Director of Public Relations and Personnel, Black Hills Power and Light Company, Rapid City, South Dakota.

Born February 11, 1918, Gregory, South Dakota. Graduated Gregory High School and the University of South Dakota with a B. A. degree in speech. Worked for KOBH in Rapid City before World War I and 5 years for KOTA, Rapid City.

He has been with the Black Hills Power and Light Company since 1953.

Mr. Petersen is a member of many civic and fraternal organizations.

Summarized by: Leslie Wilcox
Gerald O'Neil

There is a parallel between Government Service and a Public Utilities Company.

1. Both sell service.
2. No tangible products.

An electric utility is a regulated monopoly. The various Government services are also regulated.

Other influences are different: Government service is tax supported - report to the taxpayers. Public utilities are owned by share holders - have to report to them with a profit.

The management philosophies developed by utilities companies developed slowly. It was a difficult and complex period starting with the Insull scandals 30 years ago involving holding companies.

Today all electric utility companies are operating companies. The stigma still is not completely overcome.

- I. The crux of our problems boils down to PEOPLE - customers, employees, and stockholders.

Problems then become mainly one of relations. This may be called public relations, humanities, human relations, or something else.

It takes men to build a new machine and keep it in operation.

No two people are alike; their reactions are unpredictable and different when exposed to like conditions.

The solution of many of our problems may be found in The Golden Rule. Black Hills Power and Light Company feels that way about its employees and customers. The feeling is there and can be sensed in its decision of policy.

A reputation is dependent upon what is done and to a lesser degree on what is said.

II. Company Training Program

A. Customer relations.

"You never win an argument with a customer for when you win you always lose!"

A series of sessions designed to help employees get along with and serve customers better are offered. These develop an attitude of service. A course of five sessions is given.

1. General.
2. Office interviews and contacts.
3. Field interviews.
4. Use of telephone.
5. Writing letters.

Techniques are audio-visual followed by discussion.

B. Employee relations.

1. Fringe benefits.
 - a. Insurance.
 - b. Vacations.
 - c. Coffee breaks and many others.
2. Lines of communication kept open as much as possible.
 - a. Company picnics and parties.
 - b. Service awards.
 - c. Safety awards.
3. People made to feel like people by satisfying basic needs.

- a. Economic (good wages).
- b. Social and psychological.
 - (1) Security.
 - (a) Insurance and other helps.
 - (b) Knowledge that there is a job there.
 - (2) Wanting to belong.
 - (3) Good supervision.
 - (a) Job evaluation.
 - (b) Appraisal systems.
 - (c) Training and educational programs.

III. Basic Qualities of a Good Leader

A. Awareness.

A leader understands himself, his potentialities and shortcomings; the business, profession and his organization; the conditions and relationships with people.

B. Attitude.

A sincere attitude even in time of stress.

C. Organization.

A leader must set and follow a plan for his personal life, progress, and career as well as for subordinates.

D. Performance.

Men are judged for what they do.

E. Constancy.

The man who builds his reputation consistently can overcome temporary setbacks and ordinary mistakes.

F. Faith.

A man should maintain his confidence in himself and in his objectives.

IV. Conclusion

We all have weaknesses. If we take a little time just to think and reexamine the Golden Rule occasionally, you will be a better person and a better leader. Your job will be easier. People will like you better and your problems will seem easier.

PANEL DISCUSSION OF PLACE, PURPOSE, AND FUNCTIONS
OF EACH AGENCY

Summarized by: Robert Hodgins, GFP
Tom Yager, SCS
Clarence Brehm, SCS

Mr. Roy Potas, Co-Chairman, emphasized the tremendous business agriculture represents to American economy, its impact on our economic life and the large number of bureaus, divisions and agencies required to operate that business. The following participants briefed the group on functions of their respective agencies.

Floyd Rolf: Statistician, Agricultural Marketing Service, Sioux Falls, South Dakota.

Charles O. Brown: Assistant State Administrative Officer, Soil Conservation Service, Huron, South Dakota.

Edward Johnson: Federal Aid Coordinator, South Dakota Department of Game, Fish, and Parks, Pierre, South Dakota.

Leslie R. Wilcox: Real Estate Loan Officer, Farmers Home Administration, Huron, South Dakota.

Olaf Jacobsen: State Administrative Officer, Agricultural Stabilization and Conservation State Office, Huron, South Dakota.

James E. Brown: Crop Insurance Director, Federal Crop Insurance Corporation, Gettysburg, South Dakota.

Raymond E. Swigart: Staff Officer, Black Hills National Forest, Custer, South Dakota.

Dr. William F. Maddell: Veterinarian in Charge, Animal Disease Eradication Division, Agricultural Research Service, Pierre, South Dakota.

The panel members, all participants of the T. A. M. session, discussed the organizational structure and functions of their individual agencies and how they functioned in the USDA as comparable organizations. They mentioned how some aspects of administrative management were employed in their agencies and gave the group a better idea of each agency and the problems they had in common.

COMMUNICATIONS IN MANAGEMENT

by
Dr. George T. Vardaman

Dr. George T. Vardaman is Associate Professor and Chairman, Division of General Education, College of Business Administration, University of Denver, Denver, Colorado. He is a native Texan but claims Denver as his home, having lived there the past twenty years. He graduated from the University of Denver and received his Ph.D. at Northwestern University.

He has worked with several industrial and business concerns in the field of public relations. He has taught communication subjects at Northwestern University as well as in his current position as Associate Professor and Chairman of the Division of General Education at the University of Denver. He has written and had published fifteen publications on the subject of communications.

Summarized by: Maurice L. McLinn, Farmers Home Administration
Armine R. Kuhlman, Agriculture Research Service

Digest of Talk

The purpose of Dr. Vardaman's talk was to convey to the group the different methods of communication and illustrate the different responses of people. He developed his subject by reading some verbose material and asked the group to pick out the main idea. He then read the "Shaggy Dog" excerpt and asked the group to answer questions concerning its content.

Reading and writing are two different means of communication. Various interpretations can come forth from an audience because concepts are not fully developed in their minds. Reading is one way to build concepts or to fix symbols to achieve meaning.

The communicator is challenged to get the idea across and avoid misunderstanding. Communication should become a two way channel with both the listener and the communicator having equal

responsibility.

We must train ourselves to accept communication responsibilities. We must focus on overall concept or meaning rather than on the details. We must be concerned with the impact on the other person in our communications. We need to adapt ourselves to different kinds of writing and reading. Communication must be simple, using plain terminology, and be in harmony with the situation.

Other points of importance for self-improvement might be these:

A. Reasons for Poor Communications

1. No concept of symbol meaning.
2. Vague or erroneous concept.
3. Insistence on attaching own concept.
4. Failure to construct any concept.
5. Retain first meaning without revision and miss the point.
6. Didn't understand the symbols.

B. Suggested Training Sequence in Communications

1. Know the communications operations.
2. Establish the proficiency level to be achieved.
3. Assess the personnel.
4. Train to bridge the gap.
5. Evaluate.
6. Retrain on weak points.
7. Program - continue and modify.

C. Components of Communication

1. Ethos - Person.
2. Pathos - Feeling state.
3. Logos - Content or ideas.

D. Four Levels of Communication

1. Formal or professional.
2. Informal - semi-professional.
3. Conversational - vulgate.
4. Language of street.

E. Feeling States That Occur in Communication

1. Apathy.
2. Believing.

3. Hostile.
4. Sophisticated.
5. Critical.

F. Logical Purposes of Communication

1. Inform.
2. Convince.
3. Persuade or cause to action.
4. Impress.
5. Entertain.

References

1. Mature Reading and Thinking - Vardaman
2. Mastering of Vocabulary Skills - Vardaman
3. How to Talk with People - Lee
4. Language in Human Affairs - Lee
5. Science and Sanity - Koryzijsky

ADDENDUM

UNITED STATES DEPARTMENT OF AGRICULTURE
 AGENCY PARTICIPANTS IN TAM
 Hospitality Room
 Montana-Dakota Utilities Company

<u>AGENCY</u>	<u>NAME AND POSITION</u>	<u>ADDRESS</u>
AMS	<u>Roy Potas</u> Agricultural Statistician in Charge	Agricultural Marketing Service Sioux Falls, South Dakota
AMS	<u>Floyd Rolf</u> Assistant Statistician	Agricultural Marketing Service Sioux Falls, South Dakota
ARS	<u>J. J. Bond</u> Superintendent	Agricultural Research Service (Western Soil & Water Management Research Branch) Newell, South Dakota
ARS	<u>Dr. Fred N. Carlson</u> Veterinary Livestock Inspector	Agricultural Research Service (Animal Disease Eradica- tion Division) Rapid City, South Dakota
ARS	<u>Armine R. Kuhlman</u> Project Leader	Agricultural Research Service Newell, South Dakota
ARS	<u>Dr. William F. Waddell</u> Veterinarian in Charge	Agricultural Research Service (Animal Disease Eradica- tion Division) Pierre, South Dakota
ASC	<u>Ralph Clifford</u> Farmer Fieldman	ASC State Office Rapid City, South Dakota
ASC	<u>Clair Harris</u> Program Reviewer	ASC State Office Rapid City, South Dakota
ASC	<u>Olaf Jacobsen</u> Administrative Officer	ASC State Office Huron, South Dakota
ASC	<u>Charles Swett</u> Assistant Chief Adminis- trative Division	ASC State Office Huron, South Dakota
Extension Service	<u>Laurel Howe</u> County Agent at Large	Extension Service Aberdeen, South Dakota

<u>AGENCY</u>	<u>NAME AND POSITION</u>	<u>ADDRESS</u>
FCIC	<u>Walter A. Bassett</u> District Director	Federal Crop Insurance Corporation Watertown, South Dakota
FCIC	<u>James E. Brown</u> Crop Insurance Director	Federal Crop Insurance Corporation Gettysburg, South Dakota
FHA	<u>Edwin O. Berg</u> Area Supervisor	Farmers Home Adminis- tration Huron, South Dakota
FHA	<u>Reuben F. Mauser</u> Area Supervisor	Farmers Home Administra- tion Rapid City, South Dakota
FHA	<u>Maurice L. McLinn</u> Operating Loan Officer	Farmers Home Administra- tion Huron, South Dakota
FHA	<u>Leslie R. Wilcox</u> Real Estate Loan Officer	Farmers Home Administra- tion Huron, South Dakota
FS	<u>Ralph Johnson</u> Bearlodge District Forest Ranger	Forest Service Sundance, Wyoming
FS	<u>Howard C. Lee</u> Forest Supervisor	Forest Service Custer, South Dakota
FS	<u>James Palmer</u> Administrative Assistant	Forest Service Custer, South Dakota
FS	<u>Walter Rule</u> Assistant Ranger Fall River District	Forest Service Hot Springs, South Dakota
FS	<u>Robert Sullivan</u> Custer District Forest Ranger	Forest Service Custer, South Dakota
FS	<u>Raymond E. Swigart</u> Staff Officer, Recreation and Lands	Forest Service Custer, South Dakota
GFP	<u>Robert Hodgins</u> Assistant Chief Game Warden	Department of Game, Fish, and Parks Watertown, South Dakota

<u>AGENCY</u>	<u>NAME AND POSITION</u>	<u>ADDRESS</u>
GFP	<u>Edward Johnson</u> Federal Aid Coordinator	Department of Game, Fish, and Parks Pierre, South Dakota
GFP	<u>Gerald O'Neil</u>	Department of Game, Fish, and Parks Pierre, South Dakota
SCS	<u>Norman Berg</u> Assistant State Conservationist	Soil Conservation Service Huron, South Dakota
SCS	<u>Clarence D. Brehm</u> State Conservation Engineer	Soil Conservation Service Huron, South Dakota
SCS	<u>Charles Brown, Jr.</u> Assistant State Administrative Officer	Soil Conservation Service Huron, South Dakota
SCS	<u>Ray Huxtable</u> Watershed Plan Party Leader	Soil Conservation Service Huron, South Dakota
SCS	<u>Tom Yager</u> State Soil Scientist	Soil Conservation Service Huron, South Dakota

UNITED STATES DEPARTMENT OF AGRICULTURE
(TAM) TRAINING IN ADMINISTRATIVE MANAGEMENT
PROGRAM FOR SECOND WORKSHOP

Hospitality Room, Montana - Dakota Utilities Company
Rapid City, South Dakota
December 5 - 9, 1960

Monday, December 5

P. M.	1:00-1:30	<u>Opening Remarks and Introductions</u> Norman Berg, Assistant State Conservationist, Soil Conservation Service, Huron, South Dakota
	1:30-3:00	<u>The Place of Training in Public Administration</u> John B. Godbold, Director of the Ninth U. S. Civil Service Region, St. Louis, Missouri
	3:00-3:15	Recess
	3:15-4:15	<u>Principles of Organization and the Fundamentals of Delegation</u> Dr. Bernard D. Perkins, Director of Business Placement and Professor of Management, School of Business, University of South Dakota, Vermillion, South Dakota
	4:15-5:00	Discussion Period

Tuesday, December 6

A. M.	9:00-10:00	<u>Basic Functions of the Public Administrator</u> Edward Steinberg, Assistant to the Administrator, Farmers Home Administration, Washington, D. C.
	10:00-10:15	Recess
	10:15-11:00	Work Group Session on Management Problems
	11:00-11:45	Reassemble. Discussion Period with Mr. Steinberg
P. M.	1:00-2:00	<u>Some Objectives of Financial Management</u> John L. Wells, Assistant Director, Office of Budget and Finance, USDA, Washington, D. C.
	2:00-3:00	Discussion Period
	3:00-3:15	Recess
	3:15-4:00	Present Assignment and Background of Participants
	4:00-5:00	Motion Picture on Management

Wednesday, December 7

A. M. 9:00-10:00 The Human Side of the Administration Process
Roy Franzen, Plant Personnel Supervisor,
Northwestern Bell Telephone Co., Sioux Falls,
South Dakota

10:00-10:15 Recess

10:15-11:15 Discussion Period - Mr. Franzen

11:15-11:45 Announcements

P. M. 1:00-2:00 The Importance of Public Relations
Malcolm Grover, Public Relations Director,
Safeway Stores, Inc., Denver, Colorado

2:00-3:00 Discussion Period

3:00-3:15 Recess

3:15-4:30 Continuation of Personal History by
Participants. Announcements and Committee
Reports and Recommendations.
Motion Picture on Management

Thursday, December 8, 1960

A. M. 9:00-10:00 Organization, Communications, and Control
in Military Management
Major Bob Fox, Ellsworth Air Force Base,
South Dakota

10:00-10:15 Recess

10:15-10:45 Discussion Period - Major Fox

10:45-12:00 Management Principles Applied to Everyday
Operations of a Public Utilities Company
Harry S. Peterson, Director, Public
Relations and Personnel, Black Hills Power
and Light Company, Rapid City, South Dakota

P. M. 1:00-3:00 Panel Discussion of Place, Purpose, and
Functions of Each Agency
Presiding: Roy Potas, Agricultural
Statistician in Charge, Agricultural
Marketing Service, USDA, Sioux Falls,
South Dakota

Selected Participants from Each Agency

3:00-3:15 Recess

Thursday, December 8, (Continued)

P. M. 3:15-4:30 Discussion by Entire Group or Break up
into Buzz Sessions and Then Reassemble
and Present Questions to the Panel -
All Participants

Friday, December 9

A. M. 8:30-10:00 Communications in Management
Dr. George T. Vardaman, Associate Professor
and Chairman, Division of General Education,
College of Business Administration,
University of Denver, Denver, Colorado

 10:00-10:15 Recess

 10:15-11:30 Discussion Period - Dr. Vardaman

 11:30-12:00 Evaluation and Summary of the T.A.M.
Workshop
Norman Berg

ADJOURNMENT

ACKNOWLEDGMENTS

We extend our most sincere appreciation to:

The respective heads of the various USDA agencies, the South Dakota Game, Fish, and Parks Department, and other groups who gave freely of their time in the planning and execution of a successful T. A. M. Workshop;

The T. A. M. Steering Committee for organizing and scheduling the Rapid City T. A. M. Workshop. The membership of this group is as follows:

Dr. John T. Stone, Director, Extension Service, Brookings, South Dakota

Donald B. Hase, R. E. A., Huron, South Dakota

Roy Potas, Agricultural Statistician, Crop and Livestock Reporting Service, Sioux Falls, South Dakota

Neil A. Demick, Acting Superintendent, ARS, Newell, South Dakota

Steven Kortan, State Conservationist, SCS, Huron, South Dakota

Arthur H. Eggers, State Director, FCIC, Huron, South Dakota

Joe E. Demmers, State Director, FHA, Huron, South Dakota

Carl J. Schaeffer, Chairman State Committee, ASC, Huron, South Dakota

Howard C. Lee, Forest Supervisor, Black Hills National Forest, Custer, South Dakota

Dr. W. F. Waddell, Veterinarian in Charge, ADE Division, ARS, Pierre, South Dakota

Harry Woodward, Director, South Dakota Game, Fish, and Parks Department, Pierre, South Dakota;

The Co-Managers, Howard Lee, Roy Potas, and Norman Berg;

Our speakers and discussion leaders for their contributions on the various phases of Administrative Management;

The participants who gave so unselfishly of their time in serving on the various committee assignments;

And the Forest Service for clerical assistance provided to produce this Leadership Workshop Report.

WORKBOOK PREPARATION

2
This workbook was prepared during the course of the T. A. M. Workshop. Summaries of the various talks and discussion periods were developed daily. This workbook represents a compilation of these summaries, along with other supplementary information relating to the Workshop. The workbook was made available at the earliest possible date after the completion of the week's work. The Editorial Committee, in session prior to the opening of the Workshop, had planned immediate delivery of the summaries at the close of the Workshop; however, inclement weather and blocked roads caused the late arrival of participants and speakers and some delay in photographing the group, which resulted in some delay in final preparation.

The participants have had excellent experience in prompt preparation of concise reports. It was an advantage to summarize the subject matter and discussions while the information was fresh in mind. In preparing these summaries, individuals and agencies exhibited cooperative effort and fine teamwork.

It should be pointed out that a slower, more deliberate procedure would probably have produced a better report. We feel that there are advantages to be derived from releasing this information promptly. The outline form used for this report is probably preferable, being more usable than the more voluminous report that would have resulted from a longer preparation period.

Complete copies of some talks and supplementary material were provided each Workshop participant. Additional reference materials were also given by speakers.

This workbook should prove to be useful not only as a report but as a ready reference. The Committee enjoyed and profited from the opportunity of working on this project. We thank the entire group for their cooperation and assistance.

EDITORIAL COMMITTEE,

Floyd E. Rolf, AMS, Chairman
Olaf Jacobsen, ASC
Ralph G. Johnson, FS
Dr. W. F. Waddell, ARS
Walter W. Rule, Jr., FS
Clarence D. Brehm, SCS
Leslie R. Wilcox, FHA
Armine R. Kuhlman, ARS
James Palmer, FS
Robert Hodgins, GFP

EVALUATION OF THE WORKSHOP AND SUGGESTED IMPROVEMENTS FOR FUTURE WORKSHOPS

To determine the effectiveness of the present administrative workshop and as an aid in improving future workshops, each participant was asked to write a brief summary on the question, "What has this administrative workshop meant to you, and what are your suggestions for improvement?"

In evaluating the first part of the above question, it is evident that the participants gained considerable knowledge on communication, administration, and management principles from this workshop. There was also much gained in the field of public relations that is so vitally important in administration of government programs. Many participants felt that group discussion with many points of view based on years of experience was very helpful in solving problems.

The varied program left in the minds of the men participating in the workshop many ideas that could be of future value to them in their decisions and problem solving. The workshop provided for the exchange of ideas among participants. Whereas a person may have had his own idea originally, now he had several approaches to the problem. The workshop also fostered a closer relationship among government agencies and a better understanding of their purpose, functions, and problems. This provided a much better understanding of the overall operation of the Department of Agriculture.

There were several answers to the question, "What are suggestions for improvement?" Participants in general felt that the workshop was very effective and received a great deal from it, but many participants thought there could be greater variation in speakers. Since we are dealing in public and human relations, we should have a religious leader as a speaker to explain the techniques he uses in approaching his public. A number of participants felt that the panel of speakers representing each agency in the Department of Agriculture should be conducted near the beginning of the session so that at the outset everyone would become more familiar with other agencies. Also, some keynote speech should be used in the opening session to somewhat give the purpose and ideas of the workshop. This is highly recommended since everyone will know their responsibilities as a participant. The small attendance the first day and part of the second day due to inclement weather prevented this procedure at this particular workshop.

